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Department of
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Forest Service

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Guide to Showcasing Mineral Activities

Partnerships in Action

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Introduction

A mineral showcase area is a place to demonstrate that minerals can be extracted from the earth in a way that is sensitive to other resource values and uses of the land. On National Forests and Grasslands, this means that the mineral operation is consistent with the management objectives of the Forest Plan. It also means that as mineral extraction is completed, the land will be reclaimed for other beneficial uses in harmony with the surrounding area.

Society today is highly dependent upon minerals and fossil fuels. Yet, many people feel that the impacts from mining and mineral extraction on public lands are unacceptable. Mineral showcase areas are places to demonstrate the concept of "caring for the land and serving people." They provide opportunities for people to see and understand mineral operations in an era of environmental awareness.

The purpose of this guide is to encourage and assist land managers and industry officials to establish mineral showcase areas and interpret what is going on there so that the idea of responsible natural resource management is conveyed to the public.

A brochure, "Showcasing Mineral Activities," that summarizes the showcasing concept is also available to send to potential cooperators. See the last page of this publication for information on how to order copies.

Leadership for showcasing efforts, including initial contacts of the various parties to be involved in them, can come from Forest Service personnel or industry officials.

In reviewing this guide, the reader will find that the options for successful showcasing are as boundless as the imaginations and creativity of the people who implement it.

Mineral Showcase Objectives

Mineral Activities in a Multiple-Use Setting

The primary objective of showcasing mineral activities is to demonstrate mineral extraction in harmony with other natural resources and values. There are many aspects to a mineral operation. Discussion topics can range from prospecting or exploration, to planning the project and securing finances, mineral extraction and mitigation measures, and land use and reclamation after mining. However, the most relevant overall objective of the showcase is to demonstrate multiple use and how mineral activities are coordinated with other uses and values. People are increasingly concerned about this as an ever greater number of resource uses and values compete within a static land base. All resource uses are subject to some degree of adjustment in order to fit in an overall multiple-use setting.

Partnerships in Action

Another objective of mineral showcasing is to demonstrate the partnerships involved—land management agency, mineral industry, local government, and others—in natural resource development. With our complex arrangement between public and private sectors, no one entity can bring about the extraction of minerals. For example, while public agencies have permitting and regulatory responsibilities, it takes industry to bring about development through investment capital. Concern for the environmental aspects of an operation is shared. Public expectations for "doing the job right" translate into environmental awareness on the part of agencies, industry, and local governments. Showcasing mineral activities provides an opportunity to demonstrate the various partnerships that are needed for a successful operation.

Selecting the Area

A showcase area should encompass an ongoing mineral operation having a variety of visible surface impacts. It should be an area of interest to the public, where activities are being guided by a land management plan or a set of integrated land use objectives. Ideally, the area would have competing land uses or resource values. An example would be mineral extraction occurring within wildlife winter range that has high scenic value.
Criteria for selecting a showcase area include:

- It is easily accessible.
- It is capable of accommodating visitors safely.
- It demonstrates good management practices and integrated resource management.
- It has the support of industry and cooperating agencies.

The showcase concept can be applied to large and small operations and nearly all forms of mineral activities.

Gaining Support for the Idea

The best mineral demonstration areas are those where there is a high level of cooperation between industry and the various permitting and regulatory agencies. Therefore, in establishing and interpreting mineral showcase areas, consider involving:

- Industry—Individual companies and industry associations.
- Cooperating agencies—State and Federal.
- Local governments.

Some ideas to get cooperators involved are:

- Send a letter with a copy of the brochure that summarizes this guide to potential cooperators and ask for an expression of interest in showcasing a specific operation/area.
- Conduct a "show me" trip to the site to explore the showcase concept with potential cooperators.

Planning and Organizing

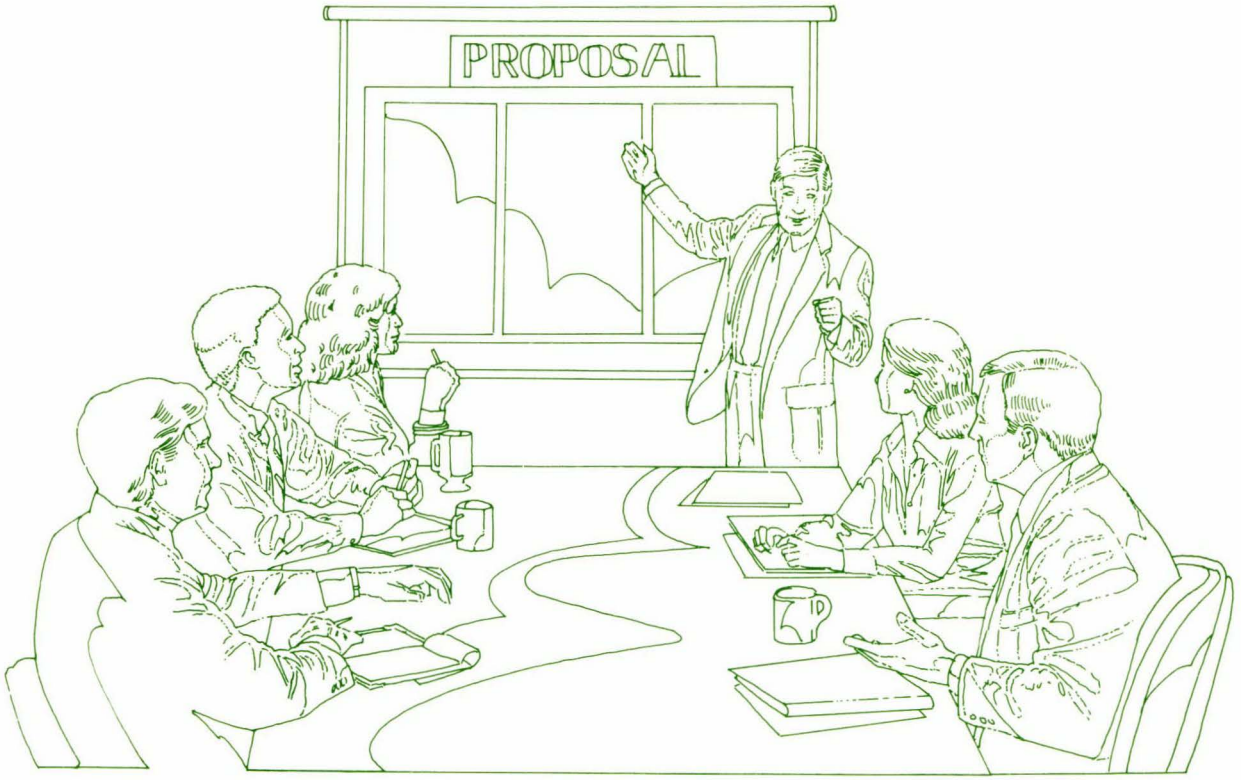
Once the showcase area has been selected and the concept is supported by major cooperators, the roles of the various parties need to be defined and documented. A Memorandum of Understanding (MOU) can be used if no money is involved. Where an exchange of money is involved, a Cooperative Agreement is needed.

Topics that should be addressed include:

- Showcase objectives.
- Roles of each party.
- Arrangements for coordinating showcase functions.
- Funding.

The MOU or Cooperative Agreement becomes the administrative framework that sets forth the objective and how the parties will work together to accomplish it. Also, a mineral showcase action plan showing who is going to do what and when would be helpful.

At this stage, some thought needs to be given to the level of interest and to work force and budget needs. How large an effort is desired? Who will do it? How will it be funded? This is the time to define the essence of the partnerships.



Telling the Story

After the administrative arrangements are in place, the cooperators can focus on telling the story. Three closely related questions need to be answered. They are: What do we want to say? Whom do we want to get the message? How shall we convey the information? They should be considered both individually and collectively, in that the answer to any one will likely affect the answer to the others. Overall, they provide a sound basis for achieving showcase objectives.

The Message—What Do We Want To Say?

Deciding what to say is as important as whom to say it to. These two decisions are often made simultaneously. Certainly they are inseparable.

The overall showcase objectives, which were discussed in the section on mineral showcase objectives, deal with mineral activities in a multiple-use setting and partnerships in action. However, the cooperators must decide what is the specific message to be conveyed for a particular mineral showcase area.

People are interested in the process of resolving multiple-use issues, the organization or partnerships involved, and the compromises reached. How was the mineral development modified or reclaimed so as to be in harmony with wildlife interests, scenery, and other values? The "before and after" illustrations in this section show some examples. How are the modifications demonstrated in the mineral showcase? Which organizations were involved in the analysis and decision making? What was the working arrangement, and how were the tradeoffs between minerals, wildlife, and scenery reached? How are other values protected during operations? How was the public kept informed and involved?

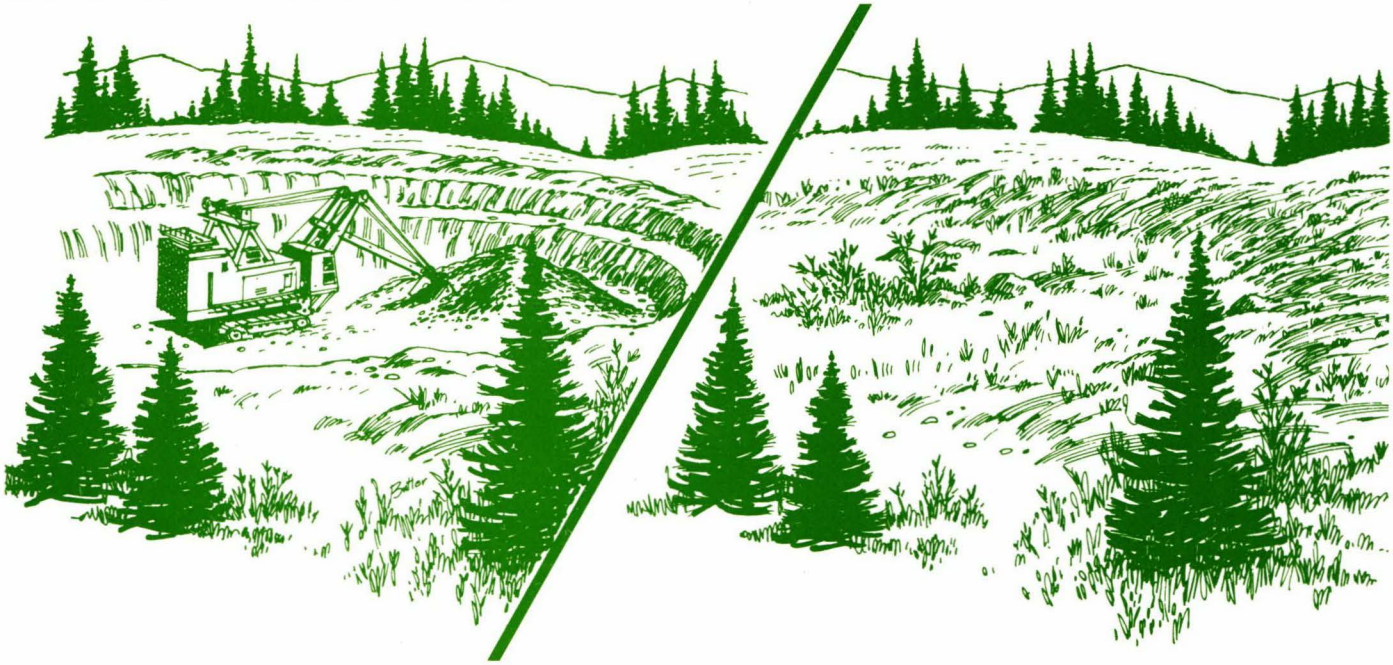
Focusing the Message

To help focus the message, first define what the mineral showcase area has to offer to the public. Then ask the following:

- What audience so we want to reach?
- What do we want that audience to know about this area or activity?
- What do we want that audience to do with that knowledge: for instance, do we want to encourage people to change a behavior or an attitude?

Themes To Consider

- Minerals are where you find them.
- Economically, mineral values normally exceed other values.
- With careful planning and reasonable mitigation, you can have minerals as well as most other values.
- Mineral activity is an interim (not final) use of the land.
- Reclamation can prepare the land to serve desired future uses.
- In some instances, mineral activities and reclamation can enhance other values.
- It takes the cooperation of the public sector and the private sector to produce minerals.
- Minerals contribute to national security, local economies, and the U.S. Treasury.



The Audience—Whom Do We Want To Get the Message?

Mineral showcase messages directed to specific groups of people stand a better chance of acceptance by their intended audiences. There is no single right way to select an audience. A number of variables can be used.

Variables in Selecting an Audience

Most audience selection variables fall into the following categories:

- Geographic—Selecting audiences by location or place of residence, such as urban or rural.
- Demographic—Selecting audiences by characteristics such as age, occupation, and education.
- Psychographic—Selecting audiences by attitudes, motivation, and varying lifestyles.

In most situations, audiences will be selected by combining components in the three categories. Each group has specific needs and interests, and understanding them is essential in focusing the message. For example, what a group already knows about natural resources and mining helps in determining what information should be presented to it.

Audiences To Consider

- Teachers/educators associations.
- Student groups.
- Legislators and staffs.
- Environmental organizations.
- Local and State government representatives.
- The media.
- Agricultural, business, service, and other community organizations.

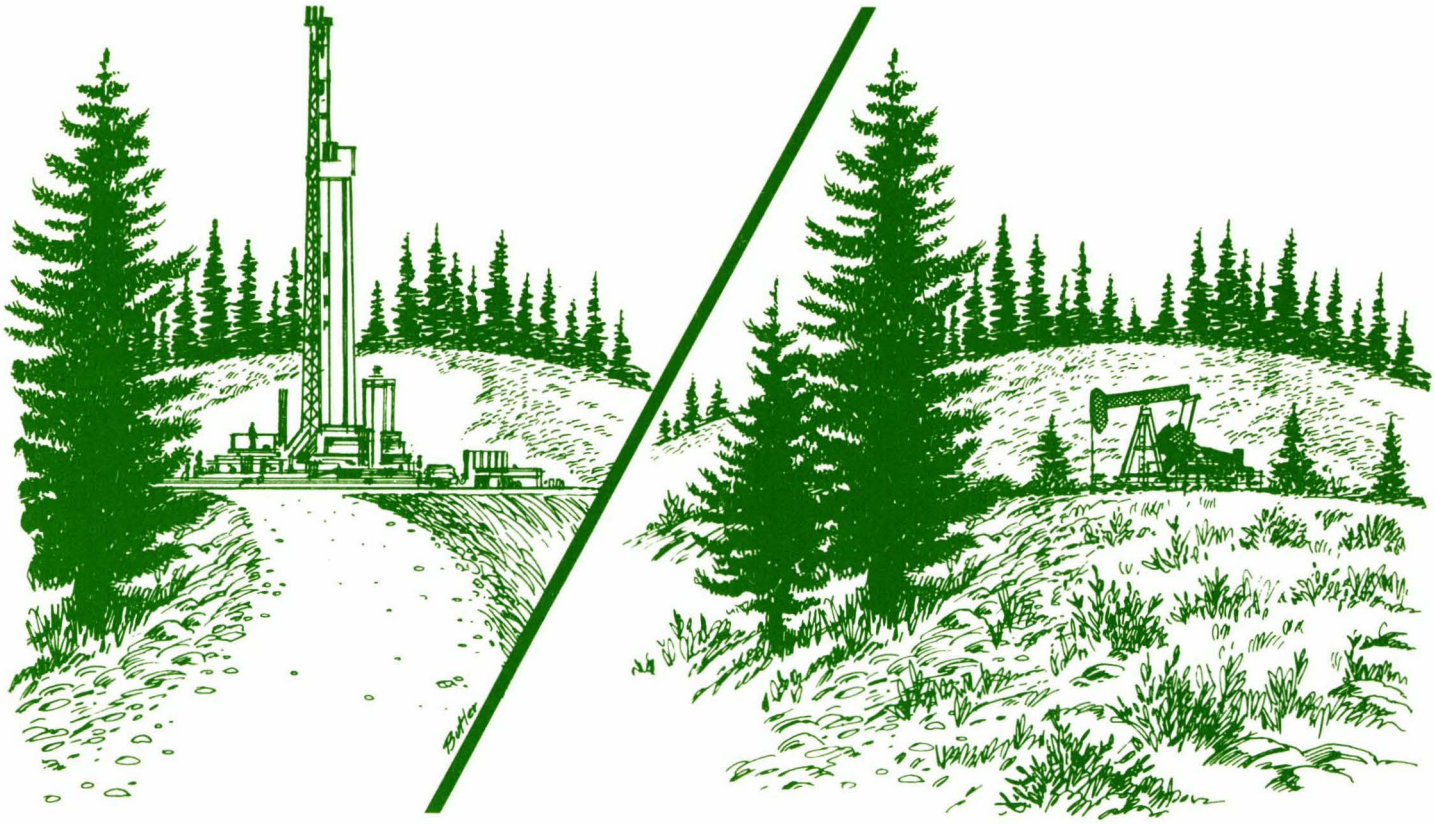
The Medium—How Shall We Convey the Information?

Once the mineral showcase audience(s) and message have been determined, attention should turn to the job of communicating the message through design and presentation.

Message Design

Message design involves factors such as form and color; line, shape, and texture; and text and illustrations. Some of the basic design principles that should be considered are:

- Material layout should lead the eye easily from beginning to end.
- Color not only increases the attention-getting qualities of a message, but also its holding power.



- Lines are used to create impressions. For example, a horizontal line can evoke feelings of tranquility, a vertical line suggests impending action, and a diagonal line has the quality of movement.
- Shapes and texture can connote gender. Round shapes are associated with femininity, angular shapes with masculinity. Rough terrain with trees appears more masculine, while rolling hills of grass appear more feminine.
- In writing the text, the message should be specific, interesting, believable, simple, relevant, and concise. If titles or headlines are used, remember that they should pull the reader into the text. Illustrations are not only attention getters but should be relevant to the story.
- The design criteria for print layouts generally also apply to video productions. For example, audio bears much the same relationship to video as captions bear to print illustrations.

Message Presentation

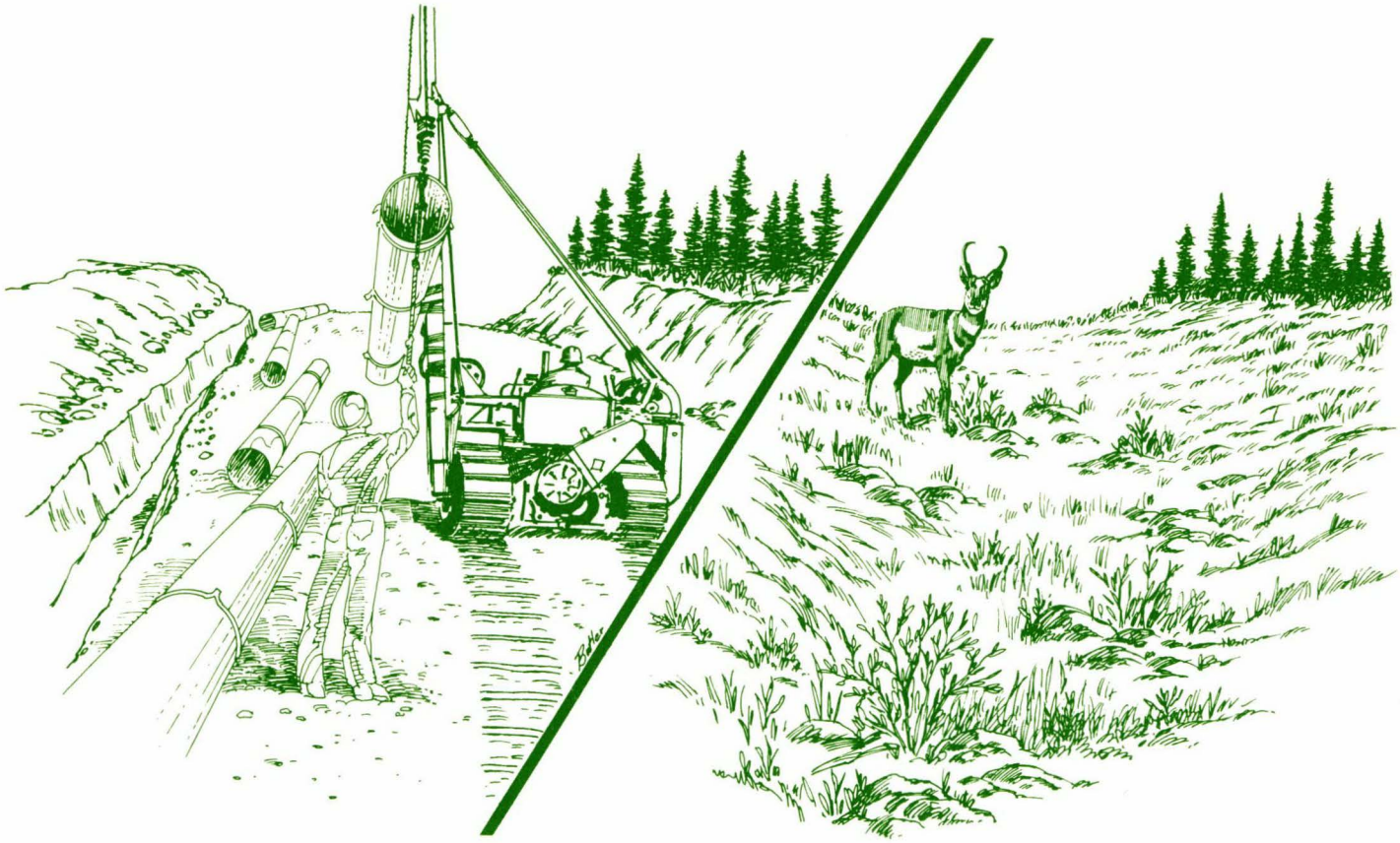
Message presentation relates to such factors as the medium (audio, visual, or a combination of both) and the mood that is set (formal, informal, analytical, factual, objective, subjective).

Subject matter, props, lighting, and environment—all can determine the mood in which the presentation is made. The forms of presentation are the media, which include printed matter (such as brochures, fliers, signs, and posters), voice (live or recorded), and projected film slides, motion pictures, and video. Slides are a particularly good way to supplement a print or audio exhibit visually and inexpensively. In deciding what media to employ, consider:

- The kind or combination of media that will best reach the intended showcase audience.
- The room or area the audience will have in which to absorb the message (including the field locations within or adjacent to the mineral operation).
- The time the audience will have in which to absorb the message.
- The degree of recall that is important.

In general, people recall brief, simple messages directed to both eye and ear more readily than messages sent to either eye or ear alone.

And finally, the more or less standard elements of planning and organizing should be considered. Planning generally deals with the question of, "What do we have to do to attain the objectives, and when?" Consideration should be given to bringing people into the mineral showcase area, as well as taking the showcase message to the target audience away from the area.



Organizing entails dividing the showcase effort into manageable activities and selecting people for the jobs to be done. Mineral showcase presentations where there is active participation by the major cooperators previously mentioned often receive better marks. For one thing, cooperators are on hand to respond to questions from the audience. Secondly, the audience is more apt to get a feel for the type of cooperation that went into the mineral project being discussed.

It also helps to treat positive recognition for various aspects of the operation as though it were unlimited. Give credit where credit is due. Everyone likes to be part of a success—and it will rub off on the audience as well!

Onsite Media Considerations. When the media are to be used at the mine site, one should consider using:

- Facilitated tours.
- Self-guided tours—radio or cassette.
- Interpretive signing.
- Brochures and maps.

Offsite Media Considerations. When the media are to be used away from the mine site, one should consider using:

- Slide shows.
- Video presentations or movie.
- Exhibits.

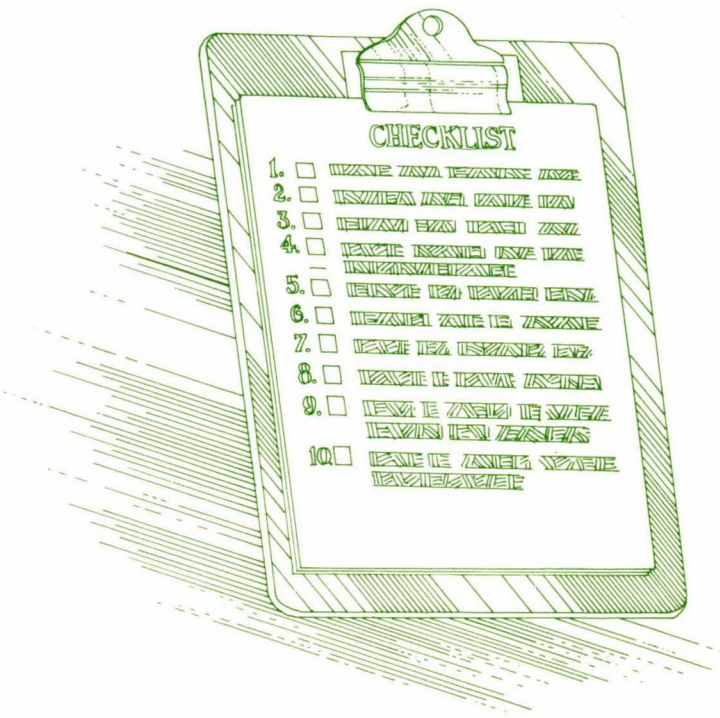
The appendix outlines a more formal mineral showcase analysis than the one that has just been discussed. A more formal analysis may be required in applying the mineral showcase concept on a regional or national basis. It provides a marketing analysis approach for achieving mineral showcase objectives through a more rigorous examination of who is interested in mineral operations and how best to disseminate information to satisfy audience, agency, and industry needs.

Showcasing—Attention to Details

There are key considerations in mineral activity showcasing, some seemingly insignificant, that can contribute greatly to the success of the effort. These are presented here as checklists for those getting ready to showcase a mineral operation. Most items are the same whether presentations are to be made at the mine site, such as on a tour of the operation, or off the site, such as in the classroom or at a convention booth. Some additional items are specific to onsite presentations.

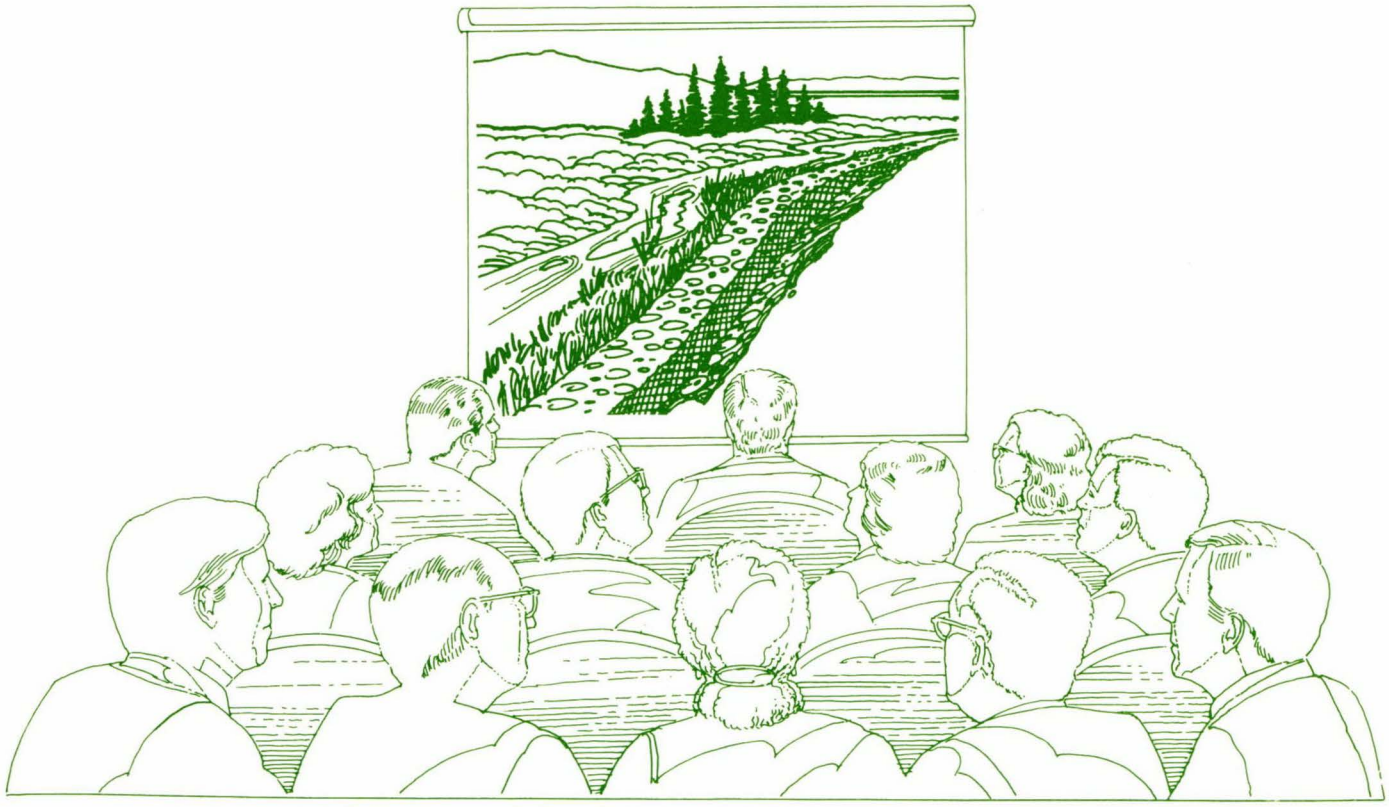
Checklist Items for Onsite and Offsite Presentations

- Tie to mineral showcase objectives and overall message.
- Pre-meeting material.
- Variety in mode of delivery.
- Dry-run presentations.
- Training aids and handout material.
- Public address system and other equipment.
- Inviting the media.
- Coffee breaks and rest room facilities.
- Accommodating the handicapped.
- Size and layout of meeting rooms and field stops.
- Get-acquainted session.
- Agenda and logistics information.
- Need for facilitator.
- Evaluation of individual presentations.
- Periodic critique of overall mineral showcase effort.



Checklist of Additional Items for Onsite Presentations

- Safety equipment and protective clothing requirements.
- Transportation modes and capability of site to handle them.
- Providing commentary en route or between stops.
- Bad-weather alternatives.
- Lodging and meal accommodations.
- What to bring/wear.
- Power microphone.
- Select stops away from noisy machinery.



The Tour Guide—Key to Success

The tour guide brings people into the mineral showcase area and ensures that the overall message is delivered. When the message is delivered by slide program or other means to an audience away from the area, the tour guide is the presenter of the information. In either case, the tour guide is key to the success of the showcase effort. A good tour guide:

- Has a positive attitude, is cheerful, meets people well, and is concerned with the details of accommodating people.
- Is trained in presenting information to groups, communicates well, and knows how to "draw out" audience questions and concerns.
- Has an indepth knowledge of the mineral operation and the people involved, is supportive of management and its objectives, and is able to deal objectively with audience comments and criticism.

Evaluating Success and Making Improvements

Evaluating success and making necessary improvements must be accomplished on both a long-term and short-term basis.

On a long-term basis there should be periodic evaluations or audits of the overall mineral showcase effort:

- Are the overall mineral showcase objectives discussed earlier being met?
- Are the target audience, message focus, and various media decisions still valid? In other words, are these items consistent with the on-the-ground resources and opportunities inherent in the mineral operation itself? If not, make the necessary changes to keep the showcase effort viable and on track.

On a short-term basis, determining audience reaction to individual presentations or other specific aspects of the program is essential to measuring the success of the showcase effort. This can be accomplished through both written and verbal feedback or critique. It will help evaluate:

- How people feel about the mineral operation.
- The benefits they obtained from the visit or presentations.

Remember that a good word passed along from satisfied and enlightened members of the audience to friends is the most effective way of letting others know that minerals can be developed in harmony with other natural resources and values.

Appendix—Developing a Formal Mineral Showcase Analysis

In large or complex situations, such as applying the showcase concept on a regional or national basis, consideration should be given to developing a formal mineral showcase analysis. This appendix material provides a framework for achieving showcase objectives by examining in a formal manner who is interested in mineral operations and how best to disseminate information to satisfy audience, agency, and industry desires.

In marketing, this process is called "developing a marketing analysis." Experts consider it a basic step for planning effective marketing strategy and action. It is composed of a market structure analysis and a consumer analysis. Stated simply, a market structure analysis defines the product or service, describes who wants it, and specifies the best way to market it. How this is done depends on a consumer analysis, that is, an understanding of the needs and preferences of the audience or visitor groups.

Market Structure Analysis

A market structure analysis has four components: market definition, market segmentation, market positioning, and market orchestration.

Market definition defines the concepts, resource uses, or information services to be provided or interpreted, as well as the audience to be reached.

Market segmentation further defines consumers by dividing people into fairly homogeneous groups, any one of which may be selected as an intended audience.

Market positioning identifies the position or niche of the product or service within the total Forest Service program and/or industry effort, the overall minerals program, or the program for a particular minerals group or commodity. This niche is determined by the amount of interest in the product or service compared to other alternatives. For example, people in the regional area may be more interested and concerned about hardrock mining than about energy minerals production.

Market orchestration looks at how the product or service can best be presented to the groups most interested and how much of the product or service should be made available—for example, the number of mineral showcase presentations per year.

Consumer Analysis

Once it has been determined who is in the market for the product or service and which are the target groups, then their needs, perceptions, preferences, and satisfactions must be identified. This involves a consumer analysis. What kinds of images do people have about mineral showcase tours—interesting, boring, primarily for students, etc,? Or, how do people choose between alternatives, such as deciding to participate in a mineral showcase for a coal operation on the National Grasslands rather than reviewing a hardrock mine on the National Forest? Finally, what kinds of benefits are different audience groups obtaining from the different showcase tours—understanding multiple-use management, entertainment, relaxation, etc.? All this information is useful in making decisions about allocating, promoting. and presenting mineral showcase activities.

The same questions should be asked concerning the various presentations making up a showcase effort. How do people decide between a classroom presentation and a guided tour? How does the audience react to and benefit from a dialogue with company officials or natural resource experts, display materials in a conference room, an illustrated talk at the mine site, etc.?

Being able to assess the group size and who comprises the interested groups for each of these products or services, and why they are interested, can help when deciding how many of each product or service to provide. It will also help in promoting and presenting these products and services to specific audiences and in attracting new people. In summary, planning an effective mineral showcase effort consists of the following steps:

1. Define the product or service in terms of basic consumer needs to be met.

2. Define the target groups.

3. If serving more than one group, differentiate the efforts.

4. Analyze consumer behavior. It will help in getting to know the needs and preferences of showcase audiences.

5. Seek a differential advantage; that is, whenever possible, identify and highlight the uniqueness of the product or service.

6. Reach out to the audience with many tools in many ways—through company staff, brochures, signs, displays, films, tours, etc.

7. Integrate the effort so that all activities are coordinated and do not work at cross-purposes.

8. Get continual feedback. Evaluate how the effort is doing.

9. Perform a periodic audit of the showcase objectives, resources, and opportunities. Be ready to make changes when needed.

"Showcasing Mineral Activities" (FS-441), which summarizes the showcasing concept, is also available to send to potential cooperators. For copies or answers to questions, you may write to the:

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